Nova Scotia

ANNUAL REPORT

for the fiscal year
ending March 31, 1989

Civil Service Commission

92-07356/

To His Honour

The Honourable Lloyd R. Crouse, P.C.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1989.

I have the honour to be Sir,

Your obedient servant,

Greg Kerr

Greg Kerr
Minister in Charge of Administration
of the Civil Service Act

The Honourable Greg Kerr
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

Sir:

I have the honour to present the Annual Report of the Civil Service Commission for the year ending March 31, 1989.

Respectfully submitted,

D. T. Tobin

D.T. Tobin, C.A.
Deputy Minister

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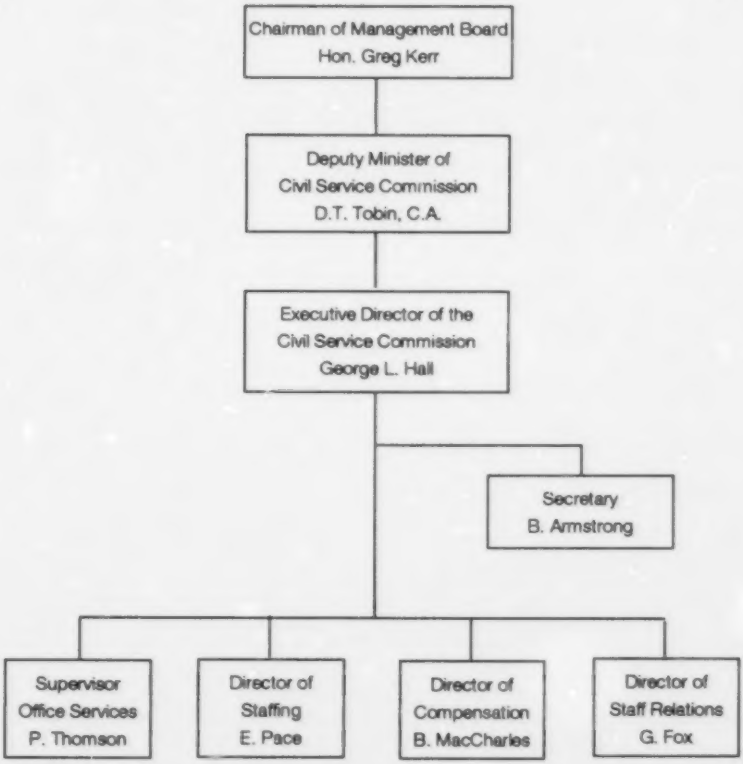
ORGANIZATION CHART CIVIL SERVICE COMMISSION



STAFFING DIVISION

The Staffing Division is responsible for the administration of the Civil Service Commissions Staffing, Affirmative Action, and Human Resource Development programs. Primary activities include the provision of recruitment and selection services to government departments, employment and information services to the public, transfer services to current employees, the promotion of employment equity initiatives within the Civil Service, and staff training and development.

DEPARTMENTAL STAFFING

Staffing Objectives

Through delivery of its Departmental Staffing Program, the division strives to ensure appointments to the Nova Scotia Civil Service are made in accordance with the principles of merit and equal opportunity. In keeping with this philosophy, the goal of the program is to equip Civil Service managers with the skills, resources, and information necessary to make competent, defensible staffing decisions, while recognizing the value of employee mobility in achieving optimum staff performance, the right of any citizen to have reasonable access to Civil Service employment competitions, and the concepts of fairness, reasonableness, and economy in exercising staffing authority.

Recruitment and Selection

A total of 1,073 full-time Civil Service appointments were effected. An additional 643 part-time casual employees were converted to part-time civil servants pursuant to an agreement reached with the Nova Scotia Government Employees Union.

Competition publicity for most occupational categories (including clerical, professional, health services, technical, and trades-related fields) generated considerable interest, attracting 34,000 applications and 30,000 visitors to our Employment Information Centre.

Training and Consulting Services

In addition to day-to-day consulting activities, staff participated on 28 interview boards during the year and delivered 11 training events to managers and others responsible for staff selection. The departmental demand for these services has shown a marked increase.

Employee Mobility

Current employees continue to vigorously pursue promotion and transfer opportunities. However, the number of staffing-related grievances lodged by employees dissatisfied with competition results or process has decreased sharply from 22 in 1987-88 to 11 this year.

Surplus Employees

Nine lay-offs occurred in 1988-89, as compared with 15 in 1987-88 and 78 in 1986-87. Despite the decrease, counselling and placement of affected staff remain a division priority.

Long-Term Disability

As is the case with employees on lay-off, efforts to re-employ staff recovering from long-term disabilities have become an important aspect of division responsibility.

Administrative Systems

The development of office automation systems continues to have an impact upon the division's administrative procedures. Partial implementation of the Applicant Tracking component of the larger Human Resource Management System has taken place. The Applicant Tracking function should be fully operational by summer 1989, resulting in more efficient written communications with applicants, generation of statistical data, and automated applicant skills searches.

AFFIRMATIVE ACTION

The Government of Nova Scotia, through the Civil Service Commission, administers the Affirmative Action Program, which is committed to a series of positive measures to ensure equality of opportunity in employment for Native persons, members of visible minorities, persons with mental or physical disabilities, and women.

The objective of the Affirmative Action Program is to improve the representation of women in non-traditional occupations and Native persons, visible minorities, and disabled persons in all occupational groups and at all levels of the Nova Scotia Civil Service, by ensuring that qualified individuals are considered on an equal basis for employment and promotional opportunities.

During the past year, the Affirmative Action staff networked with departments on a continued basis to assist target group persons to enter the Civil Service.

Assistance was provided to a number of outside organizations searching for qualified candidates for employment in the private sector.

Positive steps were taken in the recruitment of visible minorities for employment at the Nova Scotia Youth Centre, a young offenders institution in Waterville, Nova Scotia. As a result, a number of target group persons were hired in various occupational categories.

There was an increase in community outreach presentations and workshops conducted throughout the province.

Program Activities

- providing career information/counselling to persons in the target groups concerning available positions in the Nova Scotia Civil Service and the employment application process;
- recruiting qualified target group applicants to compete for Civil Service positions;
- providing individual employment counselling to target group applicants and employees;
- making presentations to community organizations and conducting

workshops on employment opportunities and job search techniques;

- reviewing employment policies and monitoring competitions to ensure equal opportunity for all applicants;
- conducting workshops and seminars for senior management in the Nova Scotia Civil Service to make them aware of the need for affirmative action, the nature of the Affirmative Action Program, and their role in its implementation;
- networking with government departments, educational institutions, and community and volunteer organizations representing the designated target group persons;
- providing career development information for target group employees;
- maintaining up-to-date statistical data related to affirmative action policies;
- assisting departments in filling temporary, casual, and summer vacancies, as well as permanent positions;
- conducting interviews with target group applicants;
- soliciting applications from affirmative action students to be considered for summer employment opportunities with government departments; and
- assisting outside organizations searching for qualified candidates for employment in the private sector.

Training and Employment Initiatives Program for Disabled Persons

The Training and Employment Initiatives Program of Disabled Persons ended July 1988 with great success for a number of the participants. Since it was the pilot project in assisting disabled persons to obtain permanent employment within the Civil Service, a concerted effort will continue for an ongoing training program. As a result of the training program, there was a noticeable increase in Civil Service appointments of disabled persons. A summary of results follows:

Number of participants	37
Number of participant discontinuations	3
Number of participants completing program	34
Number securing permanent Civil Service positions	7
Number securing casual Civil Service positions	11
Number securing employment outside Civil Service	9

Seventy-nine per cent of the participants who completed the program secured employment, of which 21 per cent secured permanent Civil Service positions and 32 per cent secured casual Civil Service positions.

CIVIL SERVICE REPRESENTATION
(BLACKS, DISABLED, NATIVES)
1988-89

Year	Blacks	Disabled	Natives
1985	207	55	6
1986	202	52	7
1987	208	54	7
1988	215	75	89
1989	224	89	11

PAY PLAN DISTRIBUTION
(BLACKS, DISABLED, NATIVES)
1988-89

Pay Plan	Blacks	Disabled	Natives
Administrative Support (AS)	6	4	—
Clerical (CL)	73	37	4
Education (EDC)	2	3	-
Health Services "A" (HSA)	25	1	—
Health Services "B" (HSB)	8	1	—
Health Services (Nursing) (HSN)	7	—	1
Management Compensation (MCP)	14	10	1
Maintenance (MOS)	10	5	—
Professional (PR)	24	8	2
Services & Related (SE)	26	10	1
Technical (TE)	29	10	2
TOTAL	**224**	**89**	**11**

SALARY DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
MARCH 1989

	Number		Percentage	
	Male	Female	Male	Female
Below $25,000	1,310	3,972	25	75
$25,001-$30,000	795	846	48	52
$35,001–$40,000	532	263	67	33
more than $40,000	1,251	265	82	18

CIVIL SERVICE SEPARATIONS, 1989

Blacks	Disabled	Natives	Total
14	3	0	17

CASUAL SEPARATIONS, 1989

Blacks	Disabled	Natives	Total
20	13	3	41

AFFIRMATIVE ACTION CIVIL SERVICE APPOINTMENTS

Blacks	23
Disabled	13
Natives	3
TOTAL	**39**

The Civil Service appointments listed above included nine persons originally hired on a casual basis who became probationary employees (three Blacks, five disabled, and one Native person); one Black person who subsequently obtained term employment; and two disabled persons who were converted to permanent employees under the terms of governing collective agreements.

AFFIRMATIVE ACTION CASUAL APPOINTMENTS

Blacks	37
Disabled	24
Natives	5
TOTAL	**66**

AFFIRMATIVE ACTION SUMMER APPOINTMENTS

Blacks	15
Disabled	1
Natives	0
TOTAL	**16**

A total of 121 affirmative action appointments were made during the year.

COMMUNITY WORKSHOPS/CAREER INFORMATION PRESENTATIONS

National Access Awareness Week Workshop	1
Hal Trans Industries	1
Society of Deaf and Hard of Hearing Nova Scotians	3
Valley Outreach	2
Valley Native Council	1
Sars Program (Kentville)	1
Board of Trade Youth Project	2
United Action Coalition Conference of the Disabled	1
Truro Outreach	1
Shubenacadie (Indian Brook Band Council)	1
Classes—Adult Vocational Training Campus	5
Canadian Paraplegic Association	1
League for Equal Opportunities (annual dinner)	1
Outreach Workers, Canada Employment	2
Sydney Outreach	1
Class—Jet Pro	1
Saint Mary's University Innovations Program	2
Employment Equity—federal government	1
Mental Health Outreach Program	1
TOTAL	**29**

CO-OPERATIVE EDUCATION EMPLOYMENT PROGRAM

The Civil Service Commission's Co-operative Education Program was initiated in January 1981 to assist Nova Scotia government departments and agencies to provide career-related work experience opportunities for students enrolled in the co-operative education programs established by Nova Scotia universities.

The unique feature of the co-operative education model is that students spend alternate semesters in the classroom and in the workplace, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in an educational system that is more attuned to and better able to satisfy current labour market needs.

Program Utilization

During 1988-89, a total of 26 co-op positions of four months' duration were created in 22 Nova Scotia government departments and agencies.

The students employed represented four Nova Scotia universities—Mount Saint Vincent, Dalhousie, Acadia, and University College of Cape Breton. The co-op students in greatest demand by government departments were those enrolled in computer science, environmental technology, business administration, and public relations

Program Effectiveness

Ongoing program evaluation indicates that the program is continuing to achieve its dual objective of enabling departments to meet short-term requirements for specialized skills and providing students with career-related work experience opportunities.

HUMAN RESOURCES DEVELOPMENT

The Human Resources Development Section provides the following programs and services to departments and agencies of the Nova Scotia government.

- The Service-Wide Staff Training and Development Program consists of short courses and seminars designed to meet training needs relevant to all departments and agencies. This program provides training in managerial and supervisory skills, clerical skills, communication skills, microcomputer skills, and occupational health and safety.

- The Management Development and Supervisory Development Programs are modular training programs consisting of a series of training events scheduled over a period of two years and one year respectively. Selection of participants is based on recommendation of applicants by individual deputy ministers, as well as selection criteria with respect to prior experience, performance, and classification level.

- Department-based training is provided to departments upon request. These training events are custom designed to meet the specific requirements of the individual department or work unit concerned.

- Human resources development consulting services are provided upon request to assist departments in such areas as assessment of training needs, design of training events, identification of training resources, and design and implementation of performance appraisal systems.

- The unit also administers policies concerning staff training, educational leave, and secondment.

Human Resources Development Activities

Overview

The overall volume of program delivery increased substantially in 1988-89, with a 49 per cent increase in the total number of training events from 1987-88 and a 37 per cent increase in days of training provided.

The total number of participants in training increased by 30 per cent.

	1987-88	1988-89	% change
Number of training events	124	185	+49
Number of training days	249.5	342.5	+37
Number of participants	1,835	2,358	+29

The greatest increase in program output occurred in the Management and Supervisory Development Programs and in the Service-Wide Training Program, as detailed below.

Management and Supervisory Development Programs

Total enrolment in the Management and Supervisory Development Programs during 1988-89 was 204 participants, a 70 per cent increase over the 120 participants in these programs during the previous year. Ongoing evaluation of both programs has resulted in a number of changes in course content, which have been introduced during the last year to increase their relevance to the participants' learning needs. New areas of emphasis include team building, stress management, and presentation skills.

Service-wide Training Program

One hundred and fifteen service-wide training events were delivered (an increase of 42 per cent from 1987-88). The number of participants increased by 33 per cent from 1,260 in 1987-88 to 1,681 in 1988-89.

Increased participation was particularly notable in the categories of microcomputer skills training and clerical training. Participation in microcomputer skills training increased by 76 per cent from 467 participants in 1987-88 to 826 in 1988-89. The number of participants in clerical training increased by 54 per cent from 141 in 1987-88 to 217 in 1988-89.

New training courses offered during the last year include: Effective Team Building, Stress Management, Introduction to Focus, and Introduction to FocCalc.

Performance Appraisal Training and Consulting Services

This year saw a marked increase in the number of requests by departments for assistance in the design and implementation of performance appraisal and performance management systems.

Performance appraisal training and consulting assistance was provided upon request to 12 departments and agencies, as compared with 6 during 1987-88, and accounted for half of all department-based training days.

Department-based Training

Twenty-two department-based training events were delivered, unchanged from 1987-88. The number of participants in department-based training increased slightly from 455 in 1987-88 to 473 in 1988-89.

Requests by departments for internal training focused primarily upon performance management and public contact skills training. Other training requested by departments included stress management, communication skills, team building, and professional development for secretaries.

Educational Leave Program

The Human Resources Development Section administers the Educational Leave Policy, which is designed to enable departments to meet requirements for skills that can be most effectively and economically acquired by means of educational leave.

Thirty-six applications for educational leave were approved during 1988-89, unchanged from last year.

The greatest number of educational leaves (30, or 83 per cent) were granted for the purpose of professional development of Health Services staff through in-service training programs conducted by the Victoria General and Nova Scotia hospitals.

Educational leave may be granted with full salary, partial salary, or without salary, depending upon the degree to which the training is considered essential to the department's operations. The distribution of educational leaves, by department and percentage of salary, is indicated below.

Regional Training

In addition to the previously established Cape Breton Staff Training Advisory Committee, regional training advisory committees have been

formed to represent the Central/North Shore and Valley/South Shore regions. This network of committees will enable the Human Resources Development section to meet departments' regional staff training needs more effectively and economically.

Management Development Advisory Committee

A committee composed of senior managers representing nine departments and agencies was formed to advise the Civil Service Commission on policy and program initiatives related to development of the Government of Nova Scotia's managerial resources. Its initial priority has been to review proposals relating to senior management development and to advise Commission staff on appropriate approaches to program design and delivery.

Senior Management Development

A needs identification process was initiated to define the developmental priorities of senior managers. The resulting information will provide the basis for design of a Senior Management Development Program to be introduced during 1989-90.

Department	Service-wide Training No.	%	Modular Development Programs No.	%	Department-based Training No.	%	Educational Leave No.	%	Total No.	%
Advanced Education and Job Training	154	9.2	14	6.9	—	—	—	—	168	7.0
Agriculture and Marketing	27	1.6	6	2.9	20	4.2	1	2.8	54	2.3
Attorney General	53	3.2	6	2.9	15	3.2	—	—	74	3.0
Art Gallery of Nova Scotia	1	.1	—	—	—	—	—	—	1	.1
Auditor General	5	.3	—	—	40	8.5	—	—	45	1.9
Cabinet Secretariat	1	.1	3	1.5	—	—	—	—	4	.1
Civil Service Commission	25	1.5	3	1.6	—	—	—	—	28	1.3
Community Services	48	2.7	17	8.3	—	—	—	—	65	2.8
Consumer Affairs	23	1.4	2	1.0	—	—	—	—	25	1.0
Drug Dependency	14	.8	6	2.9	14	3.0	—	—	34	1.4
Education	54	3.2	12	5.9	20	4.2	—	—	86	3.7
Emergency Measures Organization	13	.8	2	1.0	—	—	—	—	15	.6
Environment	13	.8	4	2.0	23	4.9	—	—	40	1.6
Finance	79	4.5	13	6.4	29	6.1	—	—	121	5.0
Fisheries	8	.5	1	.5	—	—	—	—	9	.4
Government Services	98	5.6	10	4.9	—	—	—	—	108	4.6
Health and Fitness	56	3.3	16	7.8	18	3.8	1	2.8	91	3.8
Housing	24	1.4	7	3.4	81	17.1	—	—	112	4.7
Human Rights Commission	20	1.2	1	.5	—	—	—	—	21	.9
Industry, Trade and Technology	13	.8	4	2.0	—	—	—	—	17	.7
Labour	30	1.8	—	—	—	—	—	—	30	1.2

Department	Service-wide Training No.	%	Modular Development Programs No.	%	Department-based Training No.	%	Educational Leave No.	%	Total No.	%
Lands and Forests	240	14.3	15	7.3	—	—	—	—	255	10.6
Management Board	2	.1	2	1.0	—	—	—	—	4	.1
Mines and Energy	17	1.0	12	5.9	—	—	—	—	29	1.2
Municipal Affairs	68	4.0	6	2.9	136	28.8	1	2.8	211	8.8
Nova Scotia Hospital	33	2.0	1	.5	—	—	6	16.6	40	1.7
Office of the Premier	2	.1	—	—	—	—	—	—	2	.1
Office of the Speaker	1	.1	—	—	—	—	—	—	1	.1
Ombudsman's Office	1	.1	—	—	—	—	—	—	1	.1
Small Business Development	11	.7	4	2.0	—	—	—	—	15	.6
Solicitor General	28	1.7	11	5.3	37	7.8	—	—	76	3.1
Sport and Recreation Commission	2	.1	—	—	20	4.2	—	—	22	.9
Status of Women	5	.3	—	—	—	—	—	—	5	.2
Tourism and Culture	43	2.6	8	3.9	—	—	—	—	51	2.1
Transportation and Communication	248	14.6	18	8.8	—	—	—	—	266	11.0
Victoria General Hospital	86	5.1	—	—	—	—	27	75.0	113	4.9
Workers Compensation	24	1.4	—	—	20	4.2	—	—	44	1.8
Total	**1570**	**93.0**	**204**	**100.0**	**473**	**100.0**	**36**	**100.0**	**2283**	**95.4**
Non-Civil Service	**111**	**7.0**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Grand Total	**1681**	**100.0**	**204**	**100.0**	**473**	**100.0**	**36**	**100.0**	**2394**	**100.0**

DIVISION OF COMPENSATION

Management Compensation

An overall salary policy adjustment, effective April 1, 1988, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an across-the-board increase of 3.41 per cent for this group of approximately 1,300 non-bargaining professionals distributed throughout the various departments and agencies of government.

Maintenance of the internal equity, as provided through the job evaluation process for positions in the Management Compensation Plan, continues to be assured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to conduct the evaluation of benchmark positions, as well as considering the impact of major organizational reviews. There are also three sub-committees consisting of senior and middle management staff, which are charged with the responsibility of evaluating positions not designated as benchmarks.

Overall this year, 118 new positions were established, 125 existing positions were upgraded, 1 position was downgraded, 26 positions were deleted, and 16 positions were reviewed with no resulting change in classification or pay level.

The Commission would like to acknowledge the cooperation of the dedicated individuals who participate with us in this process that is so important to the maintenance of the internal integrity of the system.

Position Evaluation—Bargaining Unit and Other Non-MCP Positions

Since the overall rationalization of our bargaining system, which was addressed in last year's report, there has been some reduction in the number of reviews that were carried out in this fiscal year.

However, since bargaining unit employees now have available to them a "classification appeal system" we have had to significantly alter our methods of dealing with each review. The majority of reviews must all be conducted now as if they may eventually end in a hearing before the

Classification Appeal Tribunal, and this has had a significant impact on staff workload.

Pay Equity

The government proclaimed the Pay Equity Act, Bill 55, in May of 1988.

As stated in the Act: "The purpose of the Act is to increase the pay of employees in classes which are predominantly female where it is determined, by the process set out in the Act, that, by reason of sex discrimination, those employees are paid less than they should be."

The process to address pay equity for civil servants, corrections workers, highway workers, and non-civil service employees at the Victoria General Hospital and Nova Scotia Hospital who are not civil servants, began September 1, 1988.

The legislation provides that this effort shall be a cooperative endeavour between the employer and employee representatives.

To this end, a Joint Union/Management Committee was established to implement pay equity for the earlier mentioned groups.

The Director of the Division is Co-Chair of this Committee, which consists of representatives from the Nova Scotia Government Employee's Union, the Police Association of Nova Scotia, Canadian Union of Public Employees, Highway Workers, the Canadian Brotherhood of Railroad Transportation and General Workers, the Administrative Support group, and management.

The first aspect of this process was to select a gender-neutral job evaluation system that would allow the parties to effectively evaluate all affected classes by assessing the level of skill, effort, and responsibility and the working conditions inherent with all jobs.

The committee had from September 1988 to March 1989 to select the system, and it was able to meet this deadline. The system selected was the Aiken Plan, marketed by the firm of Stevenson Kellogg Ernst & Whinney.

The committee will be continuing to carry out the remainder of its task, which includes: selecting classes to be evaluated, collecting job

facts, evaluating all classes using the Aiken Plan, and determining any pay inequities that need to be corrected, from March 1989 to September 1990.

Compensation Research

The Division of Compensation maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation, and classification functions. As the central compensation authority for the provincial government, the division continues to be called on by a number of private and public organizations for information on salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and its expertise in the area of compensation, the division is often requested to provide advice and assistance to other government and quasi-government institutions and agencies that are not part of the regular civil service.

Committees

The staff of the Division of Compensation participated in the following committees:

- the Joint Salary Committee of the Department of Health and the Nova Scotia Association of Health Organizations;
- various collective bargaining committees;
- committees charged with the responsibility of evaluating and classifying all positions under the management compensation system;
- Joint Union/Management Pay Equity Committee.

Staff Training and Development

The staff of the Division of Compensation participated in various training programs, which offered skills enabling the staff to provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval to participate in them is based on the division's desire to maximize the benefits of training within a limited training budget.

Statistical Data

- 270 positions were established, upgraded, downgraded or deleted to accommodate expanding government services;
- 26 positions deleted following the reorganization of the departmental establishment and reassignment of the duties and responsibilities of these positions to newly established or revised positions;
- 222 persons reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications;
- 899 Management Board requests for additional and replacement positions were processed and recommendation made by the division.

CIVIL SERVICE COMMISSION
POSITIONS REVIEWED BY PAY PLAN
1988–1989

Pay Plan	Established	Higher	Lower	Delete	Title Change	No Change
CL	36	44		7	1	9
AS	4	15	1	2	3	2
DPP						
EDC						
HSA		1		2		
HSB	2	2				
HSN						
LS						
MOS		7		1		1
MS						
PA						
PR	27	16		2		3
SE				1		
TE	13	12		4		
MCP	36	30		7	1	1
TOTAL	**118**	**125**	**1**	**26**	**5**	**16**

CIVIL SERVICE EMPLOYEES BY STATUS/BY DEPARTMENT MARCH 31, 1989

Department	Temp.	Term	Prob./ Perm.	Div. Total	Dept. Total
Advanced Education & Job Training	–	37	482	519	519
Agriculture & Marketing	–	3	447	450	450
Attorney General	–	1	452	453	453
Consumer Affairs	–	2	87	89	89
Community Services	–	1	922	923	923
Culture, Recreation, & Fitness	–	–	1	1	1
Education	–	–	341	341	341
Environment	–	–	134	134	134
Finance	–	–	306	306	306
Fisheries	–	–	86	86	86
Funds for Economic Investment	–	2	1	3	3
Government Services	–	5	354	359	359
Health & Fitness	–	6	550	556	556
Commission on Drug Dependency	–	3	191	194	194
Victoria General Hospital	33	45	2882	2960	2960
Nova Scotia Hospital	–	23	801	824	824

Department	Temp.	Term	Prob./ Perm.	Div. Total	Dept. Total
Housing	–	3	157	160	160
Industry, Trade, & Tech.	–	1	101	102	102
Labour	–	–	123	123	123
Lands & Forests	2	22	660	684	684
Mines & Energy	–	4	132	136	136
Municipal Affairs	–	11	261	272	272
Public Service	–	–	–	–	355
Legislative Expenses	–	–	2	2	
Executive Council Office	–	–	5	5	
Civil Service Commission	–	–	59	59	
Management Board	–	–	15	15	
Office of the Premier	–	–	3	3	
Emergency Measures Org.	–	1	10	11	
Government House Admin.	–	–	8	8	
Protocol Office	–	–	4	4	
Office of the Auditor General	–	4	26	30	
Education Fund for Black Students	–	–	1	1	
Purchasing Agency	–	–	23	23	
Human Rights Commission	–	–	21	21	
Ombudsman's Office	–	–	3	3	
Expropriation Compensation Board	–	–	1	1	
Office of the Legislative Council	–	–	5	5	
Office of the Speaker	–	–	19	19	
Advisory Council on the Status of Women	–	1	5	6	
Motor Carrier Act Admin.	–	–	32	32	
Election Expenses	–	–	1	1	

Department	Temp.	Term	Prob./ Perm.	Div. Total	Dept. Total
Salvage Yards Licensing Act Admin.	–	–	9	9	
Cabinet Secretariat	–	–	4	4	
Gasoline and Fuel Oil Licensing Act	–	–	4	4	
Ministers' Salaries & Expenses	–	–	1	1	
Horse Racing Commission	–	–	1	1	
Women's Directorate	–	–	2	2	
NS Information Services	–	–	22	22	
NS Art Gallery	–	2	13	15	
NS Lottery Commission	–	–	4	4	
NS Sport & Recreation Commission	–	–	36	36	
NS Municipal Board	–	–	2	2	
NS Police Commission	–	–	5	5	
Provincial Health Council	–	–	1	1	
Solicitor General	–	–	239	239	239
Small Business Development	–	–	96	96	96
Tourism & Culture	–	1	107	108	108
Transportation & Communications	–	16	947	963	963
Workers Compensation Appeal Board	–	–	4	4	4
TOTAL	**35**	**194**	**11,211**	**11,440**	**11,440**

CIVIL SERVICE COMMISSION

Fiscal Year	Appointments	Separations	# Civil Servants Mar. 31/89	Increase / Decrease over 1988	% of Increase / Decrease
1961-1962	1,246	1,102	4,373	–	–
1962-1963	852	982	4,243	- 130	-2.9
1963-1964	1,142	946	4,439	+ 196	4.6
1964-1965	1,237	1,007	4,669	+ 230	5.2
1965-1966	1,647	1,218	5,098	+ 429	9.2
1966-1967	1,684	1,038	5,744	+ 646	12.7
1967-1968	1,978	1,326	6,396	+ 652	11.4
1968-1969	1,811	1,359	6,848	+ 452	7.1
1969-1970	1,889	1,422	7,315	+ 467	6.8
1970-1971	1,620	1,351	7,584	+ 269	3.7
1971-1972	1,406	1,277	7,713	+ 129	1.7
1972-1973	1,609	1,395	7,927	+ 214	2.8
1973-1974	2,060	1,589	8,400	+ 473	6.0
1974-1975	2,243	1,833	8,808	+ 408	4.9
1975-1976	2,756	2,447	9,106	+ 298	3.4
1976-1977	1,799	1,818	9,087	- 19	-.2
1977-1978	1,888	1,840	9,135	+ 58	.6
1978-1979	1,872	1,586	9,421	+ 286	3.1
1979-1980	1,589	1,506	9,504	+ 83	.9
1980-1981	1,492	1,470	9,526	+ 26	.3
1981-1982	1,729	1,492	9,763	+ 237	2.4
1982-1983	763	879	9,648	- 115	-1.2
1983-1984	1,147	763	10,032	+ 384	3.9
1984-1985	942	848	10,126	+ 94	.9
1985-1986	861	798	10,189	+ 63	.62
1986-1987	854	920	10,123	- 66	.65
1987-1988	1,071 *	726	10,468	+ 345	3.4
1988-1989	1,716 **	744	11,440 **	+ 972	9.3

* This count was adjusted to reflect retroactive changes made since our last report.

** Included in this figure are approximately 643 part-time employees. Prior to January 1988, these employees were not eligible to be appointed to the Civil Service, and hence have not historically been included in this employee count. These 643 part-time employees work an average of 60 per cent of full-time hours, which converts to 386 F.T.E.s. Although they represent an increase to these tables, they do not actually represent an increase in employee population, since a large number were previously on staff, but not designated as civil servants.

STAFF RELATIONS DIVISION

The role of the Staff Relations Division is to provide a comprehensive labour relations service to the government as an employer.

The division negotiates 14 collective agreements with five unions broken down as follows:

- 8800 civil servants represented by the Nova Scotia Government Employees Union
- 10,500 teachers represented by the Nova Scotia Teachers Union
- 400 Community College Teachers represented by the Nova Scotia Teachers Union
- 3000 hourly rated employees of the Department of Transportation represented by the Canadian Union of Public Employees
- 400 Corrections Officers represented by the Police Association of Nova Scotia

Indirectly the division is also involved in the collective bargaining process that determines the terms and conditions of employment for approximately 3000 nurses and 10,400 other health care employees in the province.

The total wage bill for the 36,500 employees the division directly, and indirectly, affects through collective bargaining is $1.2 billion annually.

The Staff Relations Division, on a concurrent basis, provides an advisory and consultative labour relations service to all departments and agencies of the government. This service includes:

- interpretation of collective agreements,
- grievance and adjudication administration,
- discipline and discharge coordination,
- occupational health and safety advice,
- joint labour/management consultation, and
- management labour relations training.

COLLECTIVE BARGAINING

Civil Service Collective Bargaining

All of the nine collective agreements between the government and the Nova Scotia Government Employees Union expired during the past year. Although negotiations are only in their preliminary stages for most of the bargaining units, indications are that the union will be taking a very strong stand on most of the usual collective bargaining issues where improvements and increases are being sought. There are demands for increased wages, premiums, vacations, and other paid time-off provisions. For this round of bargaining the union has also placed a strong emphasis on paid maternity leave, fully paid medical insurance, child care, and job protection in the event of privatization.

Transportation Workers Bargaining

The collective agreement between the Department of Transportation and Communications and the Canadian Union of Public Employees will expire June 8, 1989. Preparations for bargaining are well under way, but no meetings have been held. Bargaining with the bargaining unit, in addition to the usual monetary issues, is primarily directed to particulars associated with hourly rated outside workers.

Corrections Officers Bargaining

The current collective agreement will expire March 31, 1990, therefore no collective bargaining activity has been undertaken. Staff in the division have been periodically involved with assistance to the Solicitor General's Department involving interpretation and application of various agreement provisions usually associated with a first collective agreement.

Teacher's Collective Bargaining

Both collective agreements will expire July 31, 1989. Following a practice established several years ago, an exchange of proposals meeting was held March 8, 1989. As with the civil service groups, most of the union's proposals are for improved monetary benefits; more difficult to negotiate, however, are the union's proposals for greater control of staffing and involvement in the administration of education in the province.

GRIEVANCES AND ADJUDICATION

The following is a breakdown of the division's involvement in the grievance and adjudication process:

Active grievances from previous year	45
New grievances filed	125
Resolved through negotiation	87
Resolved through adjudication	6
Outstanding adjudications at year end	5
Active grievances at year end	72

Adjudicators have been appointed for a number of the active grievances, and hearing dates have been set for the next fiscal year.

LABOUR RELATIONS EDUCATION

One of the Staff Relations Division's responsibilities is the delivery of a labour relations education program to line department managers. These programs, which are structured in several modules one-half day in duration, are offered as part of a management orientation program, as a two-day course sponsored by the Human Resource Development Division, and most recently as a five-day program tailored for the specific needs of a department.

OFFICE SERVICES SECTION

On behalf of the Civil Service Commission, the Office Services Section has continued to provide personnel and payroll services for its staff during the past fiscal year 1988-1989. In addition to this, the section is responsible for assisting government departments in the proper procedures for implementing pay and personnel transactions.

During this past fiscal year, 18,514 transactions were processed through this section covering payroll personnel matters. This number reflected a decrease from the previous year of approximately 2,400 transactions due to the fact no bargaining unit salary revisions were implemented.

This section continues to notify by letter all government employees on matters reflecting any changes in pay or personnel matters in relation to their employment with the provincial government.

The Office Services Section works in cooperation with the Department of Government Services to ensure the ongoing care of office facilities. This responsibility includes the annual review of all inventory and equipment and the overall appearance of the department.

Apart from payroll and personnel transactions, this section continued to process all payment of accounts and financial matters to the Department of Finance. Once again we maintained liaison with the divisions during this past fiscal year for all expenditures and commitments.

A review of this section's responsibilities for reporting to the Workers' Compensation Board injuries incurred on duty by all government employees and Order-in-Council appointees showed 611 injuries reported.

As a result of the implementation of the Leave and Absence System two years ago, all departments are decentralized and the staff of Office Services Section continue to give advice and support to the departments in the reporting and auditing of the system.

During the past fiscal year, the section again maintained the operation of the Central Registry. In keeping with the provisions set forth in the Records Management Guide the Central Registry houses 11,236

personnel files, with an additional 1,000 opened in this fiscal year, and is also home to another 4,000 departmental files. The staff of this section continue to liaise with all departments in dealing with the transfer of personnel documents, retired, and resigned records.

Two annual Long Service Award presentation ceremonies were held at Government House on November 24 and 25, 1988. Eighty-one public servants, representing 20 government departments, who had completed 25 years of service with the Province of Nova Scotia, were presented with citations and awards by His Honour, Lieutenant-Governor Alan Abraham, assisted by Mr. George Hall, Executive Director, Civil Service Commission, and Mr. D.T. Tobin, Deputy Minister of the Civil Service Commission.